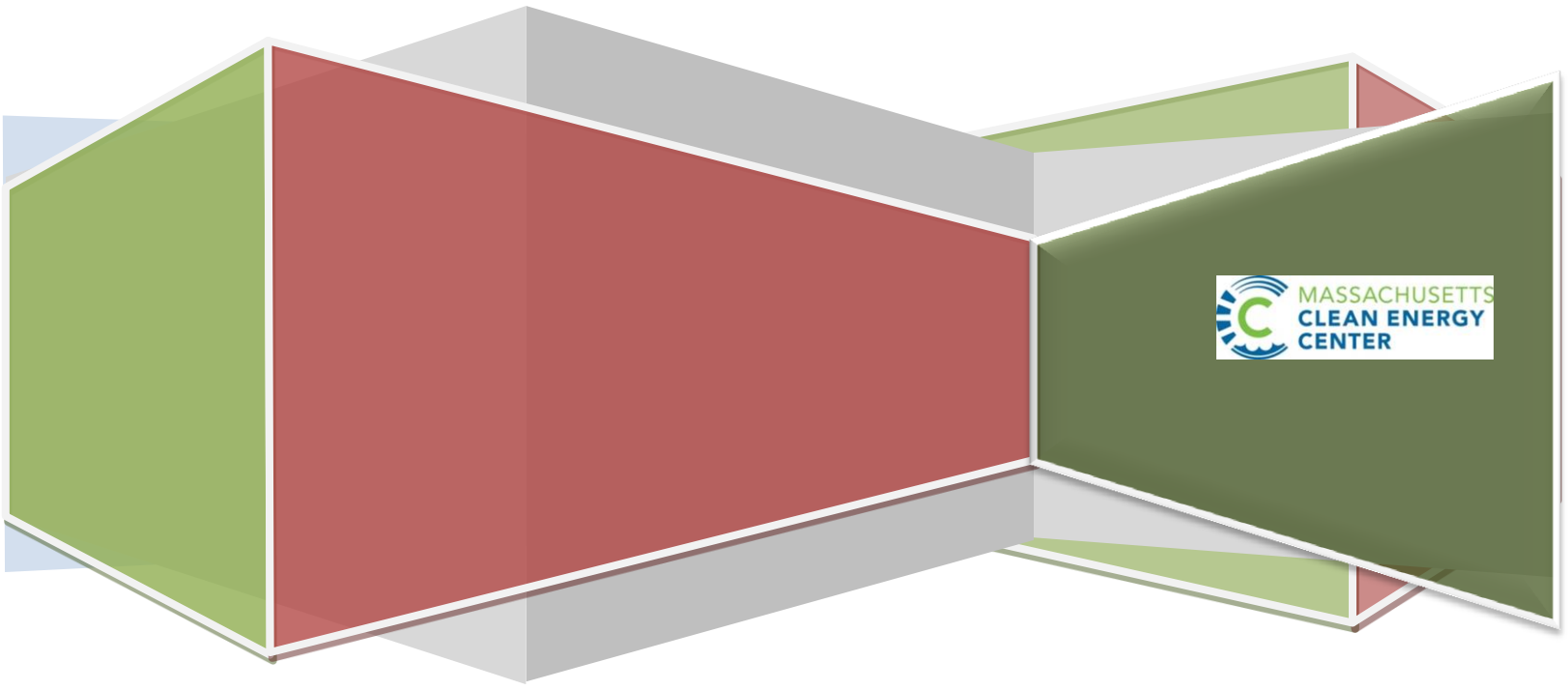
Office of Performance Management & Oversight

Massachusetts Clean Energy Center

Fiscal 2014

Economic Development Business Plan



Mission Statement Massachusetts Clean Energy Center accelerates economic growth and job creation in the clean energy sector by deploying strategic initiatives that are replicable and scalable, create a clean energy ecosystem, encourage people to make better energy choices and reduce the real costs of energy.

Business Plan Summary – The following table summarizes objectives, programs, and initiatives planned for FY14 and performance measurements by which to evaluate progress.

Goals	Strategy	Performance Measurement
Create clean energy jobs and increase workforce diversity – *Aligns with Category for Action 1:* *Advance education and workforce development for middle skill jobs through coordination of education, economic development, and workforce development programs.*	Increase the attractiveness of STEM careers to both students and teachers Ensure that STEM programs are designed in a way to increase STEM interest and achievement across all populations, especially those currently under-represented in STEM careers to help increase the secondary education pipeline. Increase by 20% annually over the next five years the number of internship placements made by multi-school, multiemployer internship program. Support programs to train low-income populations to work in clean energy. Provide workforce development support and workforce tools to the New Bedford Marine Commerce Terminal Grow the MassCEC internship program to reach a diverse population of students.	•Number employed in clean energy jobs in Massachusetts •Number graduating from sponsored clean energy training programs •Number of trainee graduates offered full time employment •Number of trainee graduates retained for 1 year •Number of STEM majors, graduates •Diversity profile of trainees, STEM graduates, sector workforce
Accelerate clean energy technology commercialization– *Aligns with Category for Action 2:*	Provide consistent support for collaborative research and development among universities and businesses.	•Number of clean energy companies in Massachusetts •Number of patents filed by supported

Support Innovation & Entrepreneurship	Launch program to provide operational and event support to incubator and/or accelerator programs. Support the development of shared facilities for the making and testing of product prototypes, to support the growth of small and mid-sized businesses.	clean energy companies in Massachusetts •Number of follow-on investment rounds by supported clean energy companies •Volume of follow-on investment raised by supported clean energy companies •Leverage on MassCEC investment
Increase clean energy generation and energy efficiency – *Aligns with Action Item 2.3.2 and Category 4: Addressing our Cost Competitiveness*	Support state and local governments to be "first adopters" of local innovation, e.g. bringing clean energy and energy efficiency innovations into public housing developments. Pursue cost-competitive low carbon alternatives along with renewable generation under the Commonwealth's renewable portfolio standards.	•Installed renewable energy capacity in Massachusetts, by technology type •Annual renewable energy generation in Massachusetts, by technology type •Reduction in installed cost ($/kW), by technology type •Cost per kilowatt hour generated, by technology type •Kilowatt hours saved by supported energy efficiency projects •Dollars saved by supported energy efficiency projects • Number of cities/towns adopting energy plans & savings (financial and energy)
Eliminate market/industry barriers: **1. Facilitate beta testing sites** **2. Increase access to international markets**	1. Participate in inventory of test bed sites throughout the region. Create and launch the InnovateMass program to support clean energy technology demonstrations. 2. Establish connections and cooperative	Metrics associated with each barrier necessarily differ. The critical measures of success for MassCEC's market barrier priorities are: •Number of beta testing sites; Number of technologies; Patents, financings,

3. Facilitate municipal energy planning **4. Increase public acceptance of Renewable Energy** **5. Develop Water Innovation Cluster** *Aligns with Category for Action 2:* *Support Innovation and Entrepreneurship*	agreements with international clean energy governmental partners. 3. Implement Clean Energy Strategies Program to support towns and regions to develop comprehensive clean energy plans. 4. Develop and launch educational campaign to help increase public acceptance. 5. Formalize cluster development to be led by MassCEC Successfully complete second round of Massachusetts Israeli Innovation Partnership (MIIP) grants, resulting in at least one strategic partnership. Stakeholder engagement and strategic planning for developing a water innovation cluster.	and sales by site users. •Number of MA companies abroad & sales volume; Number of international companies in MA & related jobs. •Number of towns that address clean energy needs for all sectors: public, private, residential. •Increased number of supporters at public meetings and in letters to the editors and op-eds regarding renewable energy issues and projects. •Hire FTE at MassCEC to lead development of water innovation cluster. •Establish at least one strategic partnership through the Massachusetts Israeli Innovation Partnership (MIIP). •Establish steering committee for Massachusetts water innovation cluster.
Offshore Wind Sector Development – *Aligns with Category 1:* *Advance education and workforce development for middle skill jobs through coordination of education, economic development, and workforce development programs.* *Aligns with Category for Action 2:*	Lead construction of New Bedford Marine Commerce Terminal. Promote and support offshore wind sector development. Ensure that an adequately trained work force is available for construction, operations, and maintenance by identifying and providing funding programs for pre-apprentice and apprentice training programs Ensure an adequate and diverse supply chain for construction, operations, and	•Complete construction of NBMCT by the end 2014. •Provide early developers with critical port facilities for deployment, operation, and maintenance. •Number of people graduating from sponsored pre-apprentice and apprentice programs. •Host regional vendor forums to identify Massachusetts Companies who can provide materials and equipment in

Support Innovation and Entrepreneurship	maintenance of the Offshore Wind Sector Increase MassCEC public engagement and advocacy. Strategy for accelerated and responsible permitting. Determine market barriers to offshore wind.	support of the offshore wind sector. •Completing pre-planning activities to facilitate the development of the Massachusetts Call Area.
World Class Wind Technology Testing Center – *Aligns with Category for Action 2:* *Support Innovation and Entrepreneurship*	Maintain world class wind turbine large blade (structural) testing facility to provide timely and cost effective testing services to the wind industry. This will support increased reliability of utility scale wind turbines and promote new technologies to be commercialized and move the blades & turbines to larger offshore wind turbines. Generate revenue to help support WTTC operations.	•Number blades being tested at WTTC. •$1.5 to $2million testing revenues from customers